



Consolidate Food Services Structure within the MAGTF Decision Item

Appendix P

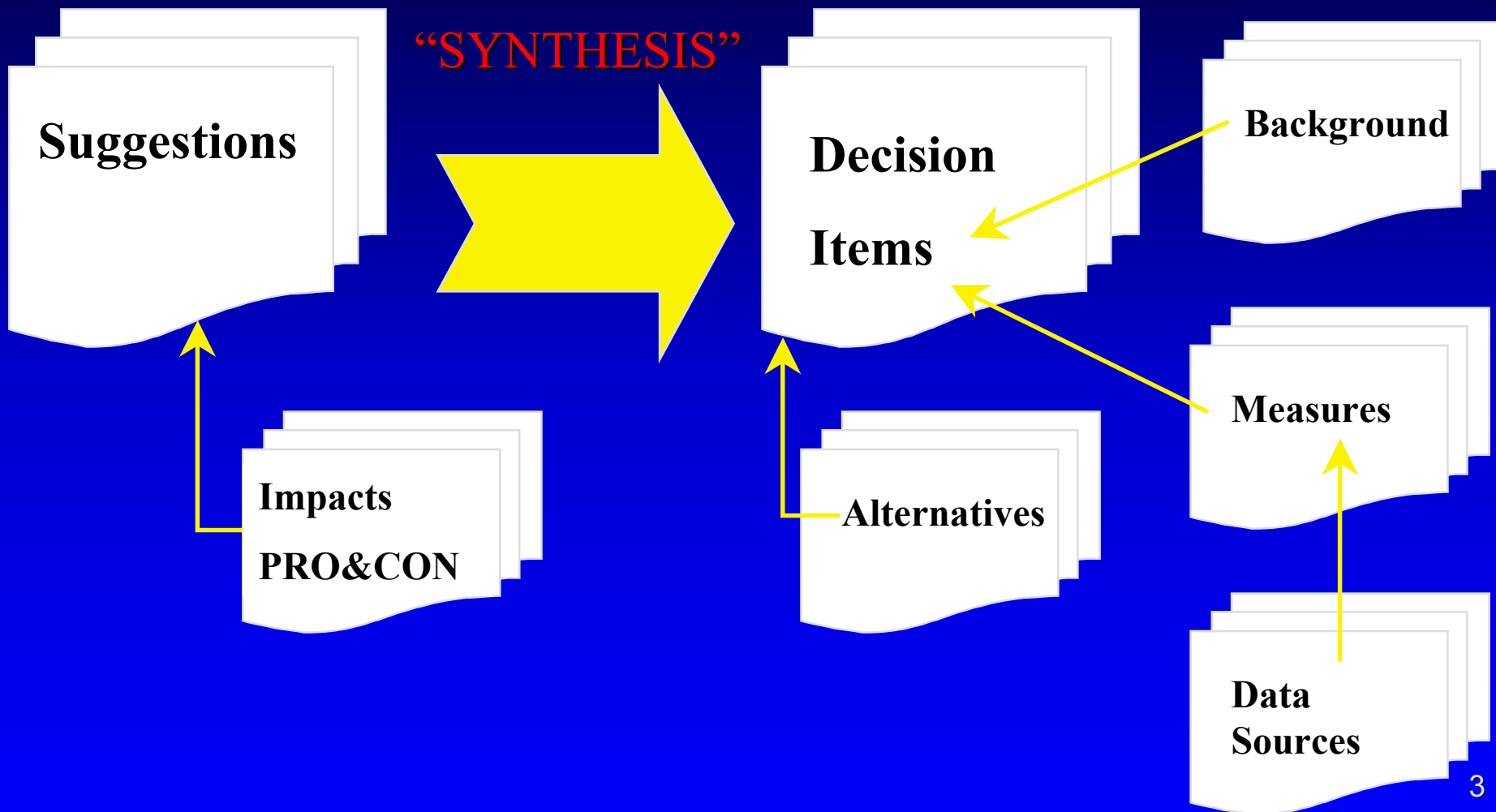
Consolidate Food Services Structure within the MAGTF

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- Discovery Findings
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 - Alternatives
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 - Related Considerations

Methodology Overview

DISCOVERY

FORMULATION



Decision Item

Decision Item: Consolidate Food Service
Structure within the MAGTF

Discovery Findings

Suggestion 30: Migrate selected Division and Wing Field Food Services to the FSSG (Rapid Deployment Kitchen (RDK) Only) Source(s): FSPG99

Impacts Pro

- Focus MAGTF elements on core competencies (FSPG)
- Significant structure savings (FSPG)
- Tailored food service support to the MAGTF (FSPG)
- Reduces duplicative functions (FSPG)
- Support OMFTS (FSPG)
- Consolidation at the CSSE could provide better deployment rotation, training, equipment maintenance and support to the MAGTF (Int Food Svcs O Marine Corps Base)

Impacts Con

- Commands and units will lose responsiveness if they lose currently held logistics assets (Int, and Questionnaires)
- Increase external coordination requirements (FSPG, Int and Questionnaires)
- Reduces internal flexibility of MAGTF components (FSPG, Int and Questionnaires)
- Food Service Personnel perform additional duties (Int and Questionnaires)

Suggestion 30 (Continued): Migrate selected Division and Wing Field Food Services to the FSSG (RDK Only) - Source(s): FSPG99

Impacts Con cont.

- Regional contracting and 1,000 man food service reduction is ongoing but is poorly planned and not coordinated with the war fighters of the MAGTF elements (Int and Questionnaires)
- The Rapid Deployment Kitchen (RDK) has not been fielded yet, but the food service consolidation plan is underway (Int , Research and Questionnaires)
- What about requirements for short-fused exercise needs, shipboard feeding, units deployed for long-term training and exercises (Int and Questionnaires)

Impacts Con cont.

- Feeding is a Command Services task not CSS (Int, Questionnaires, Research)
- Big field messes are a large target- a Force Protection issue- (Int Food Svcs Officer MEF)
- There is a food services plan, but we do not understand the details and no one knows what the impact will be (Int Food Svcs O, and G-3 MarDiv)

Suggestion 31: Migrate selected Division and Wing Field Food Services to the FSSG (RDK and TRHS)

Source(s): Interview and Questionnaire

Impacts Pro

- Improved MOS training achieved through consolidation in FSSG (Int I&L)
- Increased flexibility for personnel assignments (Int I&L)
- Single source for meeting Garrison Mess Hall staffing requirement (Int I&L)
- Increased equipment readiness (Int I&L)

Impacts Con

- Only the FSSG would possess Food Service structure and capability (Int)
- The ACE and GCE would only possess (internally) MREs as the sole source of feeding (Int)
- Lack of responsiveness to unit's FS requirements (Int)
- Units will lose Food Service expertise to conduct staff planning for operations and training (Int)
- Consolidation of all capability within FSSG may exceed span of control (Int)
- Units require responsive FS support. Keep Tray Ration Heating System (TRHS) at Bn/Sqdn level.
- Many "Impacts Con" from Suggestion #30 also apply.

Suggestion 32: Migrate selected Division and Wing Field Food Services to the FSSG or MSCs (RDK and TRHS)

Source(s): Interview and Questionnaire

Impacts Pro

- Removes RDK and TRHS burdens from regimental, battalion, group, and squadron levels
- Provides more flexibility in that there is a choice between the FSSG or MSCs depending on the best analysis

Impacts Con

- Commands loss of “ownership” below MSC level
- Many “Impacts Con” from Suggestion #30 also apply.

Suggestion 15: Migrate all MWSS FS and MP to the FSSG from the MWSS.

Source(s): MWSSG OAG Sept 2000

Impacts Pro

- Identifies some assets that are perhaps excess capabilities
- “Lightens up” the MWSS
- Retains some reduced capabilities

Impacts Con

- “Plan” may not have been developed in a detailed manner
- Lack of responsiveness to FS requirements of ACE

Suggestion 16: Migrate MWSS FS and MP and selected general engineer and internal motor transport capabilities to the FSSG Source(s): MAB Conference Sept 1999

Impacts Pro

- Identifies some assets that are perhaps excess capabilities
- “Lightens up” the MWSS
- Retains some reduced capabilities

Impacts Con

- “Plan” may not have been developed in a detailed manner
- Lack of responsiveness to FS requirements of ACE

Decision Item Formulation

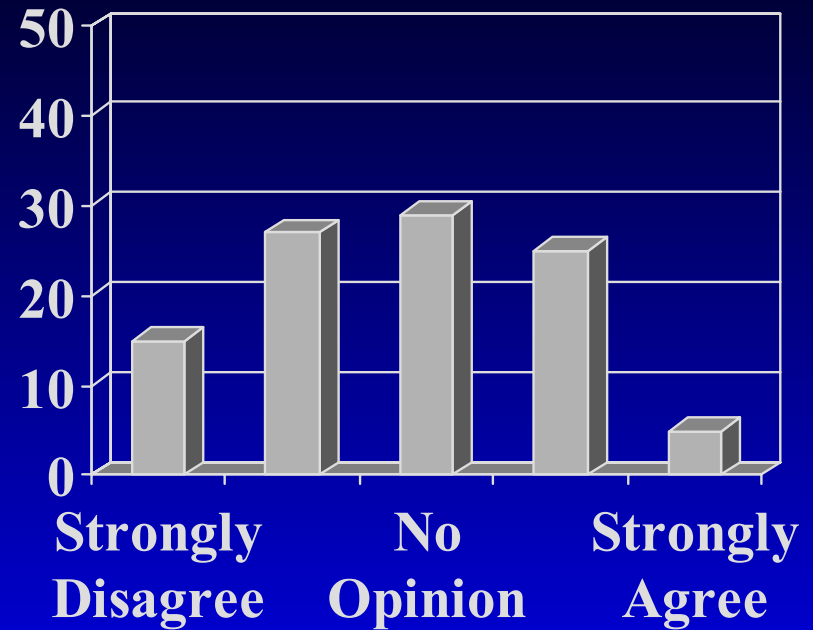
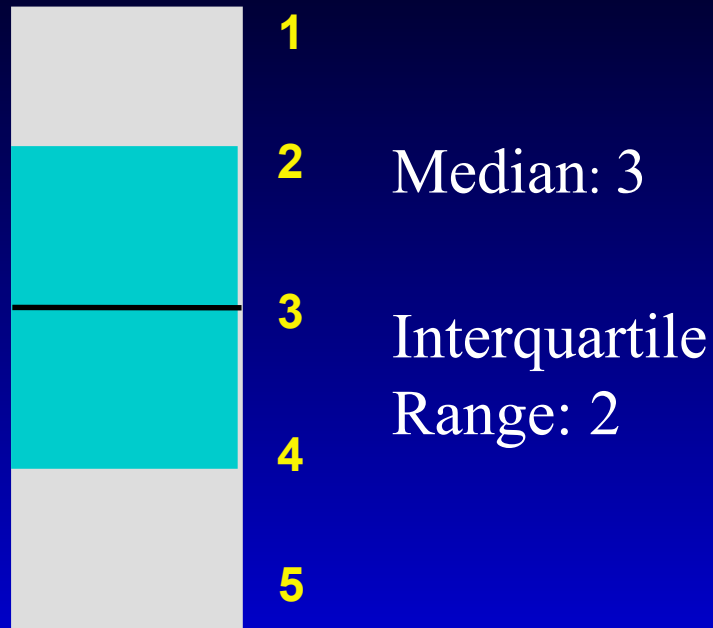
Food Service Initiatives

- FSPG recommendation not fully accepted - new plan is being implemented
- Planned Food Service restructuring :
 - New Regional Contracts for garrison mess halls
 - Accelerated Rapid Deployment Kitchen (RDK) fielding (FOC FY07)
 - Combined Force Structure savings estimated to be 1100 billets by FY07 (~ 30% of Occ Field)
- All RDKs to be consolidated in FSSG starting in FY04
- Some concern expressed during interviews that planned structure cuts may “go too deep”

Current Status

- Current debate centers on whether the Tray Ration Heating System (TRHS) and associated Food Service billets should remain at Bn/Sqdn level
- I&L has proposed consolidating TRHS structure within the FSSG along with RDK
 - I&L exploring options and staffing 3 COAs
 - COAs vary by location and degree of consolidation of TRHS capability within MAGTF
 - RDK consolidated under FSSG for all alternatives under consideration
 - Planned efficiencies through consolidation vs. flexibility & responsiveness to unit Commanders

CSS Study Questionnaire



Consolidate Food Service Structure within the MAGTF

General Consensus – Opinions Vary as to Level of Consolidation and Where Structure Should Reside

Background Summary

Decision Item: Consolidate Food Service Structure within the
MAGTF

Reference Sources: FSPG, Questionnaires, Interviews, MWSG
OAG, MAB Conference

Interdependencies: Programs: RDK, Regional Garrison Mess
Hall Contract, TRHS

Decision Items: MWSG Organization

Other Areas: Task Analysis

MAA Capabilities: 4.4.4.2 Provide Food Service

Impacts: See Suggestions with Pro & Con Impacts

Alternatives

1) **“Status Quo”: Field RDK to FSSG (Baseline)**

- All RDK fielded to FSSG per Fielding Plan
- Retain TRHS at Bn/Sqdn level
- Based on FSPG-99 recommendation

2) **Total Consolidation of all Food Service structure to FSSG (Source: I&L Interview)**

- All RDK fielded to FSSG per Fielding Plan
- All TRHS migrated to FSSG
- All Food Service structure consolidated within FSSG

3) **Partial Consolidation of Food Service structure at MSC (Source: I&L Interview)**

- All RDK fielded to FSSG per Fielding Plan
- All TRHS migrated to MSC (Div/Wing HQ)
- No Food Service structure below MSC

Effectiveness Measures

- Percent of Meals served in the field by type
 - MRE
 - TRHS
 - Field Kitchen/RDK

Data Source Assessment

Decision Item: Consolidate Food Service Structure within the MAGTF
Measure: Percent of Meals served in the field by type

<u>Data Source</u>	<u>Quality</u>	<u>Availability</u>
Historical Records & Command Chronologies	YELLOW-RED	RED
CAX or other Operation	YELLOW	RED
Experimentation	YELLOW-GREEN	YELLOW-RED

Data GREEN for status quo, but not readily available for all Alternatives.

Efficiency Measures

Equipment Readiness

- % TRHS available for operation by unit type

Data Source Assessment

Decision Item: Consolidate Food Service Structure within the MAGTF

Measure: Equipment Readiness (% TRHS available for operation by unit type)

<u>Data Source</u>	<u>Quality</u>	<u>Availability</u>
MIMMS Data (Equipment Readiness)	YELLOW- RED	RED
Experimentation	YELLOW- GREEN	YELLOW
Local Unit Records	YELLOW- RED	YELLOW

MIMMS Data GREEN for status quo, but not available for all Alternatives.

Related Considerations

- How will units conduct Food Service staff planning if all Food Service billets consolidated in FSSG or MSC?
- How much lead time is required to plan and feed Marines in the field using the TRHS?
- How important is staffing flexibility within the Food Service MOS for meeting garrison mess hall and operational commitments?
- How will the FSSG organize consolidated assets to provide responsive Food Services?
- What other functions are performed by Food Service personnel at the Bn/Sqdn level?
- Will migration of Food Service allow the ACE and GCE to better focus on combat operations?
- Does a consolidated field mess increase the vulnerability of Marines by providing a lucrative target?
- How will ship-board Food Service commitments be staffed during naval deployments?